



May 5, 2016

Michael McLaughlin
City Manager
City of Greenbelt
25 Crescent Road
Greenbelt, MD 20770

Dear Mr. McLaughlin:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the very best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for executive recruitment services for City Manager to the City of Greenbelt. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country, including several in Maryland. Our team has had significant success working with similar organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, women-owned firm, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

Please contact Catherine Tuck Parrish, our Executive Search Practice Leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

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About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the very best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Organizational Assessment and Optimization
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants, and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

The Novak Consulting Group is staffed with local government professionals, including seven full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, Missouri, New York, and Wisconsin. We are a women-owned firm led by President Julia Novak.

Project Methodology and Approach

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's six- to twelve-month goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the International Hispanic Network (IHN). We also work to identify qualified veterans and qualified candidates with disabilities. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we are able to identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

Recruitment Approach

Task 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Manager. We will begin by speaking with the Mayor and each member of the City Council. It is important to recognize the individual expectations of each member of the Council, in addition to learning the shared goals for a new City Manager. We will engage key staff and community stakeholders, as desired. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit, in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Maryland, the region, and the nation. We will prepare a position profile that is unique to Greenbelt. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that: the applicants know what will be expected of them should they be hired; the City has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

Task 2 - Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that a combination of phone and email contacts is an effective way to reach top applicants, especially those who are not currently in the job market, but may be willing to consider a move to an excellent organization like the City of Greenbelt. The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify networks and organizations, such as the International City/County Management Association, the Maryland Municipal League, the Maryland City/County Management Association, the Virginia Municipal league and other state manager and assistant groups as identified in the recruitment plan. We will also ask the City for names of individuals who might make outstanding candidates for the position.

As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

Task 3 – Support City Manager Interviews and Selection

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype with those that most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates, including preliminary references, will be prepared and shared with the City Council. We will then meet with the Council to review the entire list as well as the top seven to 10 candidates who have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize a list of approximately three to five candidates to invite for in-person interviews.

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will facilitate a customized interview process specific to the City Manager position. An interview book that contains information about each of the candidates invited to interview will be provided to those involved in the interview process.

We will work with the City to arrange travel logistics for each candidate and plan the interview process. Expenses for the candidates will be borne by the City.

The selection of the top candidate is for the City Council, and The Novak Consulting Group can help the City make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including, but not limited to, education, criminal, financial, media, and civil litigation checks.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in compensation, and we will have obtained information on the candidate's salary history. At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate at various intervals during his/her first year on the job to discuss their progress toward implementation of the goals that were established for this position at the beginning of the process.

Recruitment Schedule

A preliminary recruitment schedule is included as Attachment A. Recognizing that the current City Manager will remain in his position until the end of the year, the schedule anticipates beginning the process in August. We anticipate reviewing this schedule with the City during the initial project meeting.

Service Guarantee

The duration of the service guarantee for this position is two years. Should the selected candidate leave the position within two years of being hired, The Novak Consulting Group will conduct a new search for no professional fee. The City would only be billed direct expenses.

Proposed Personnel

Catherine Tuck Parrish, our Executive Search Practice Leader, has more than 20 years of experience serving local governments, in direct service or as a consultant. Most recently, she oversaw all human resources functions in the City of Rockville, Maryland, and was involved in the recruitment and hiring of many of Rockville's 500+ employees. She is also familiar with large organizations, having worked in the County Executive's Office in Fairfax County, Virginia on a variety of projects, including county-wide human resources projects. Catherine has lead our search practice for five years and has conducted searches for city manager/administrator, police chief, public works, finance, human resources, and many other key positions in local governments across the country. Catherine will be the project manager for this search.

Associate Patty Gentrup served in Liberty, Missouri as city administrator and assistant city administrator. In her capacity as a local government manager, Patty managed successful search processes for a variety of executive positions, including finance director, human resources director, police chief, and fire chief. She has worked with elected officials in many jurisdictions as a consultant, including council and staff goal-setting, training, and numerous facilitations. Patty also brings a national network of contacts.

Complete resumes are included.

Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 20 years of management experience working with local governments, nonprofit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects, including process improvement studies, strategic planning, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of Chief Executive, Assistant Manager, Department Director, and other key staff. She has analyzed Human Resources, Inspections, Planning and Development, Communications, Public Works, Recreation, and Park functions for multiple organizations. She has also facilitated numerous governing body workshops and strategic planning sessions.

Education

*Master of Public
Administration, University of
Kansas*

*Bachelor of Arts, University of
Kansas*

Industry Tenure

24 years

Consulting, 5 years

Local Government, 19 years

Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw Parks and Recreation, Human Resources, Information Technology, Finance, Communications, Customer Service, and Intergovernmental Functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Illinois, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences and recently spoke at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO and served on an executive recruitment panel at the ICMA Conference. She also spoke with the ICMA Task Force on Women in the Profession about recruitment.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and MCCMA, serving on state and national committees.

Patty Gentrup, Associate

Patty has 25 years of experience working for and advising local, regional, and state governments. Her work as a consultant includes extensive experience facilitating strategic planning workshops and processes for governing bodies, organizations, and communities.

Patty is an expert in community engagement. She knows how to involve stakeholders in assessing issues and developing solutions, using traditional as well as innovative tools and techniques and ensuring all voices are heard in community decision making. Patty also has conducted departmental analyses, process improvements, and performance measurement with a broad range of local governments.

Prior to consulting, Patty was City Administrator of Liberty, Missouri, a community of 30,000 in the Kansas City metropolitan area. With a staff of nearly 200 and a budget of more than \$50 million, Patty worked with the governing body to secure new revenue sources; implement an award winning comprehensive land use plan to foster new development and redevelop key areas of the community; guide capital improvements to support a growing community while reinvesting in aging infrastructure; and to create a high performing organization.

Patty just finished a term serving on the board of the Kansas University City Managers and Trainees (KUCIMAT) organization. She has previously served the KUCIMATs as their president and has been on the Missouri Association of City/County Managers' board.

Patty has a bachelor's degree in journalism and a master's degree in public administration, both from the University of Kansas.

Education

*Master of Public
Administration, University
of Kansas*

*Bachelor of Art, University
of Kansas*

Industry Tenure

25 years

Consulting, 8 years

Local Government, 17 years

References

The Novak Consulting Group is currently conducting the following executive searches.

- Granville, Ohio – Village Manager
- Meriden, Connecticut – City Manager
- Lane County, Oregon – Public Works Director
- Orleans Parish School Board, New Orleans, Louisiana – Chief Operating Officer
- Alexandria, Virginia – Comptroller
- Loudoun County, Virginia – Director of Finance and Procurement
- Carlisle, Pennsylvania – Police Chief

Included with this proposal is a complete listing of our clients as well as recruitment materials for similar searches. The following table includes references for similar searches completed by The Novak Consulting Group. We encourage the City to contact any of our past clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Cambridge, Maryland <ul style="list-style-type: none"> • City Manager 	Victoria Jackson-Stanley, Mayor (410) 228-4020 mayor@choosecambridge.com
LaPlata, Maryland <ul style="list-style-type: none"> • Police Chief • Planning Director 	Daniel Mears, Town Administrator (301) 934-8421 dmears@townoflaplata.org
Garrett Park, Maryland <ul style="list-style-type: none"> • Town Manager 	Peter Benjamin, Mayor (301) 933-7488 peter.gpmayor@verizon.net
Berwyn Heights, Maryland <ul style="list-style-type: none"> • Town Administrator 	Cheye Calvo, Mayor (301) 474-5000 ccalvo@town.berwyn-heights.md.us
Sykesville, Maryland <ul style="list-style-type: none"> • Town Manager 	Mike Miller, Mayor (410) 795-8959 mmiller@sykesville.net
Aberdeen, Maryland <ul style="list-style-type: none"> • Police Chief • Director of Privatization • Public Works Director 	Doug Miller, Former Aberdeen City Manager and current Ocean City, Maryland City Manager (410) 289-8887 dmiller@oceancitymd.gov
Gaithersburg, Maryland <ul style="list-style-type: none"> • Public Works Director • Finance Director 	Tony Tomasello, City Manager (301) 258-6310 ttomasello@gaithersburgmd.gov

<p>Loudoun County, Virginia</p> <ul style="list-style-type: none">• Assistant County Administrator• Director of Animal Services• County Attorney• Director of Economic Development• Director of Parks, Recreation and Community Services• Director of Planning and Zoning	<p>Tim Hemstreet, County Administrator (703) 777-0200 tim.hemstreet@loudoun.gov</p> <p>Julie Grandfield, Assistant County Administrator (703) 777-0502 julie.grandfield@loudoun.gov</p>
<p>Milford, Delaware</p> <ul style="list-style-type: none">• City Manager	<p>Brian Shupe, Mayor 302-424-3712, ext. 309 mayor@milford-de.gov</p>

Attachment A – Recruitment Schedule

City of Greenbelt City Manager Recruitment Schedule

	start	2	3	4	5	6	7	8	9	10	11	12	13	14
	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	10/24	10/31	11/7	11/14	11/21
Activity 1 - Develop Candidate Profile														
Meet with the Mayor and City Council to identify skills and experiences for successful City Manager														
1.1														
1.2 Gather input from community leaders, if desired, and key staff														
1.3 Identify first-year goals for the City Manager														
Finalize recruitment plan, position profile, and first-year goals for the City Manager														
1.4														
Activity 2 - Conduct Aggressive Recruitment														
2.1 Develop and place ads	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	10/24	10/31	11/7	11/14	11/21
2.2 Develop and cultivate candidates														
2.3 Receive application materials														
2.4 Communicate with candidates														
Activity 3 - Support City Manager Selection														
Conduct pre-screening of candidates to develop recommended semi-finalist group	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	10/24	10/31	11/7	11/14	11/21
3.1														
Facilitate discussion with the City Council to discuss top finalists for interviews														
3.2														
3.3 Arrange interview process and prepare all materials														
3.4 Conduct thorough background and reference checks														
3.5 Facilitate interview process and selection process														
3.6 Assist with negotiations, as desired														
3.7 Inform all applicants of final outcome														



May 5, 2016

Michael McLaughlin
City Manager
City of Greenbelt
25 Crescent Road
Greenbelt, MD 20770

Dear Mr. McLaughlin:

As is requested, we are submitting our fee structure to conduct a search for Greenbelt's next City Manager under separate cover. The total, not-to-exceed fee to complete the City Manager recruitment as outlined in our technical proposal is \$20,300. This includes all professional costs and expenses for The Novak Consulting Group.

Below is the detailed fee structure.

Task	Total
1. Develop Candidate Profile	\$5,192
2. Conduct Active Recruitment and Screening	\$4,123
3. Support City Manager Interviews and Selection	\$10,985
TOTAL	\$20,300

We estimate the following additional costs to the City, which would be direct billed at cost with no markup.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-250/finalist

It is our practice to invoice clients monthly based on completion of tasks in the scope of work.

Please contact Catherine Tuck Parrish, our Executive Search Practice Leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

